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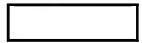
1. After Poland became a Communist dictatorship, political and economic life was patterned after Russia. The Stakhanovite system was introduced, which was intended to produce an especially high standard of living for the workers, but which lowered it instead. The principle of this system is that the state prescribes the amount of work required of each worker to insure the desired results.
2. The norms and their fulfillment are computed as follows. Similar types of work are assembled in one catalog. The job titles must distinguish clearly among all the possible occupations, and all grades and stages in these occupations must be included. The next step is finding the time required for the execution of any work, which is determined by qualified workers with a stop watch. This is the norm of 100. If a worker needs more time, he is below norm. If he completes a job ahead of time, he has exceeded the norm. The workers are classified according to pay scales, which range from I, the lowest, to VIII, the highest. Hourly wage rates are set up for the eight pay scales, which exist for every occupation. The wage is affected also by three price areas. The Warsaw area, where the cost of living is high, comes under Group I; such areas as Cracow and Lodz are under Group II; and country areas, where the cost of living is lowest, are under Group III. The unit of measuring the work performed is also very important for calculating the wage. A worker is paid according to the scales set for the work which he actually performs. His own work group has no influence on the matter. If a worker, who falls in the highest category according to the catalog, should happen to perform work which is classified in the catalog as falling in a lower category, he is paid according to the rates set for the lower category.
3. A pay calculation involves the number of the catalog, the section number, a description of the work, the unit of measurement, the category into which the work falls, the time norm for this work, the wage for this work, the work done (as measured by the unit of measurement), the total time, and the total wage. The work group into which a worker falls is important if a worker is paid by the day (where certain types of work cannot be measured in units), or if work is performed by qualified and unqualified workers, (in which case the total wage is calculated and is prorated among the workers according to their work group.)

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4. There is constant raising of the work norms if a certain number of workers are able to reach the existing work norms. This cuts constantly into the workers' wages, since it becomes increasingly difficult to reach the norm. Also the quality of work measured by norm tends to deteriorate and is sacrificed for speed and quantity. Workers who exceed their norms are rewarded with bonuses, decorations, and special ration cards.
5. As a result of the constant strain and the poor food situation, the workers become nervous and tired, especially when they must work for long stretches of time. All work risks and standstills resulting from the breakdown of machinery or power failures cause the worker to lose out again, since he does not get paid for periods of idleness.
6. A worker, if he has to report his production only every fourteen days, will tend to forget part of it and overlook the details which might be favorable to him. Also the rules as set down in the catalogs are over the average worker's head, and he will often not claim the total amount due to him even by catalog standards. He suffers also from the enthusiasm of the calculator who is raking up to his superiors. Calculators who pay too careful attention to the workers' rights are found inefficient and replaced. In cases where good wages are rather easy to obtain, the catalog is considered faulty and is brought "up to date".
7. The workers are disconcerted at the impossibility of estimating the amount of wages they should receive for a certain pay period. This discourages them from trying to increase their income, since they have the feeling that no matter how much they exert themselves the administration will adjust their wage to that amount believed necessary to bring forth greater efforts in the next period.

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